

Assurance Council Update

	12-Jun	13-Jun	14-Jun	15-Jun
8 - 9 am		Lab Strategy/LD	ESH	FSO Dep
9 - 10 am		CAS in FSO/SOM	WDRS	FSO Ops
10 - 11 am		CAS in Ops/COO	FESS	FSO Fin
11 - Noon		CAS in R&D/Bock	OQBP	FSO PEMP
Noon - 1 pm		Lunch	Lunch	Lunch/Pre-Brief
1 - 2 pm		Governance/FRA	Finance	FRA Brd
2 - 3 pm		Exec Session	Bus Svcs	FRA Brd
3 - 4 pm		Tour(s)	ITBusOps	OPPS
4 - 5 pm			Int Audit	Lab GC
6 - 7 pm	Kick-off Dinner with Corporate	Dinner	Dinner	Outbrief
7 - 8 pm				
8 - 9 pm				

EVMS Surveillance – 8 CARs 5 CIOs

DESCRIPTION	CAR/CIO
EstAtCmplt (EAC) – Not Utilized Correctly on the Project	CAR
Change Requests to Eliminate Variances, Timing of CR Implementation	CAR
Variance Analysis - Not Timely, Not Used by Project	CAR
Variance Analysis - Corrective Action Tracking	CAR
Uncosted Scientific Labor Charging Inaccurately	CAR
Refresher Training Not Conducted	CAR
Risk Assessment Not Conducted Regularly	CAR
Objective Measurement of EV	CAR
Actual Cost Reconciliation	CIO
Contingency / MgmtReserve - Not Consistently Handled by the Project	CIO
Scheduling Integrity	CIO
Documentation Inconsistencies	CIO
EVM Implementation	CIO

EVMS – the basics

Earned Value Management System

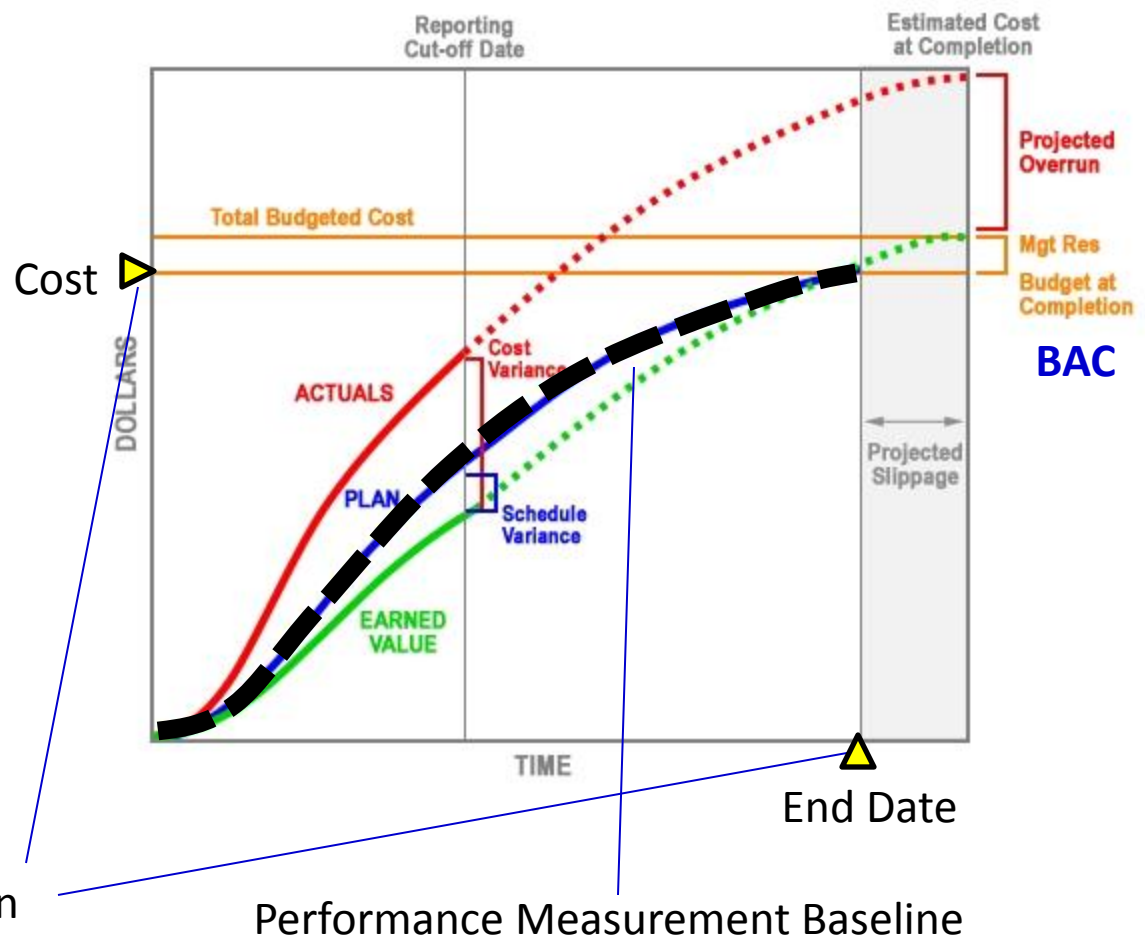
PV = Planned value

The *planned* “bottom-up” estimated time & cost of all the work to complete the project -
 $BAC = \sum PV$

AC = Actual cost

EV = Earned value

The *objective* estimated value of the work performed



EVMS Surveillance - CARs

EstimateAtCompletion (EAC) – Not Utilized Correctly

EV = PV ? No. Outside +/- 5% threshold? Yes.

Calc EAC & describe why outside of threshold – (NOvA *Vari Anal* OK)

BudgetAtCompletion = Σ (PV)

WorkRemaining = BAC - EV

$EAC = (WR / (EV/AC)) + AC$

CR to Eliminate Variances, Timing of CR Implementation

Change Request (CR) was issued to delay the start of work – (This is OK)

The CR was approved *after* close of month affected

This is reactive activity and a retroactive change to Performance Measurement Baseline rather than proactive planning

EVMS Surveillance - CARs

Variance Analysis - Not Timely, Not Used by Project

More than a month old & incomplete ... “I get more from my meetings”

Variance Analysis - Corrective Action Tracking

No due dates and no CAR log

Uncosted Scientific Labor Charging Inaccurately

Guesstimate / average time worked and not actual time worked

Refresher Training Not Conducted

For most ... last training in 2009

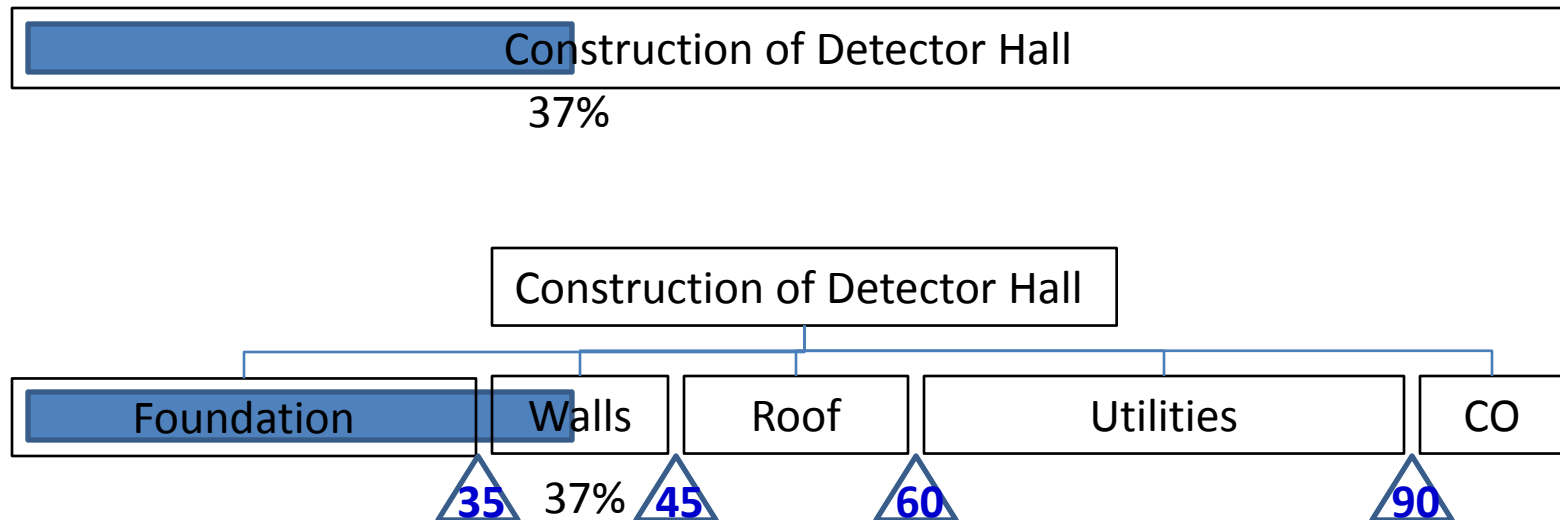
EVMS Surveillance - CARs

Risk Assessment Not Conducted Regularly

Risk Register is not reviewed regularly or “completed” risks not removed

Objective Measurement of EV

Objective EV techniques not used (*Guess vs Objective Milestone*)



EVMS Surveillance - CIOs

Actual Cost Reconciliation

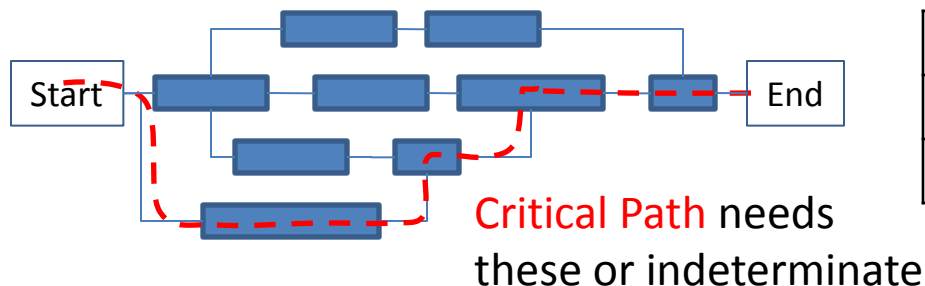
Same Project Controls (PC) person receives, “transposes,” enters, and validates data between two segregated cost tracking systems

Contingency / MgmtReserve - Inconsistently ID and used

Contingency reserves are for *unknown* risks

MR are for *known* risks

Scheduling Integrity



Total Tasks	6036
No Predecessors	23%
No Successors	28%

EVMS Surveillance - CIOs

Documentation Inconsistencies

- Identification of scope at highest Work Breakdown Structure (WBS) not consistent at lowest level of WBS with the Control Account (CA).
- Initially seen as unauthorized charging between unrelated tasks.

EVM Implementation

- Project Controls (PC) should be independent from Project Management
- PC should be consistent between projects
- EVMS knowledgeable manager for PC